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ABSTRACT

The purpose of the One-Stop Career Center Concept Employer Questionnaire was to provide a model instrument that could be used or adapted by a governing board that wants to go the extra mile in ensuring a customer-driven, one-stop career center system. The survey was distributed to 5,000 businesses in 19 states that received One-Step Implementation Grants from the U.S. Department of Labor. The quantitative survey was supplemented with a battery of qualitative focus groups research in Dallas and Fort Worth Texas and Washington, D.C. Results were also obtained by local and state systems in Massachusetts, California, and Connecticut. This document contains a fact sheet that explains some broad features being considered for the one-stop career center service menu, the employer questionnaire, and aggregated national data from the questionnaire. Preliminary survey results are reported: few firms were aware of the work force development services listed but also noted that these services would be useful; work force quality was an important concern of many companies surveyed; labor market information that was most useful to employers was local information; for many companies, the services that would be most useful were those that would reduce their "human resource transaction costs"; and an important function for the one-stop centers was information provision. (YLB)

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ED 398 447

One-Stop Career Center Concept
Employer Questionnaire

National Alliance of Business

U.S. DEPARTMENT OF EDUCATION
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TO: Interested Parties

FR: National Alliance of Business
Workforce Development Department

RE: Employer Business Survey Results

The National Alliance of Business (NAB) developed and conducted a "pilot" of an employer survey in 1995 under a grant from the U.S. Department of Labor (USDOl). The purpose of the **One-Stop Career Center Concept Employer Questionnaire** was to provide a model instrument that could be used or adapted by a Governing Board that wants to go the extra mile in ensuring a *customer-driven*, one-stop career center system. The results of NAB's pilot survey are attached for your reference and information.

The survey was distributed to 5000 businesses in 19 states that received One-Stop Implementation Grants from the USDOL. Companion to this quantitative survey is a battery of qualitative focus group research. Focus groups were conducted with businesses in Dallas and Fort Worth, Texas. Later, NAB conducted a focus group in Washington, D.C. with business members of the Board of Directors of the National Association of Private Industry Councils.

In addition to these focus groups, results were also obtained by local and state systems in the Commonwealth of Massachusetts and in the States of California and Connecticut.

Qualitative focus group results allowed project researchers to tailor questions for the quantitative Survey. Focus groups results can provide enormous insight, but they are too often extrapolated as if they were valid and reliable data. They are not. The National Alliance of Business sharpened focus group findings into pointed survey questions to measure more precisely the concerns vocalized by business community participants in this series of focus groups.

Pilot Test: Process and Implications

While the pilot test sample size limits the accuracy of generalizations about business perceptions in any one of the 19 states surveyed, the aggregated national data highlight several conditions that should be factored by state and local systems as they develop market strategies for increasing their business customer base.

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Other criteria of representatives should be weighed in reviewing survey findings. The sample frame included the full range of businesses by size from small (< 100 employees) to large (>500 employees). Twelve primary industry groups were surveyed and responses were received from each group. Two-thirds of those responding were from non-manufacturing businesses and the other one-third was manufacturing.

Survey findings of both national and local interest were obtained. If these findings were duplicated or conformed in your community (ies), what would be the implications for your strategic thinking?

The attached is a compilation of the results from that survey. The analysis was done by Mr. Ken Voytek, the Alliance's Director of Economic Research.

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Fact Sheet

Employer Information Survey: One-Stop Career Centers

This fact sheet explains some of the broad features being considered for the one-stop career center service menu. Please review before filling out the survey.

A) Labor Market Information

Analysis of job openings: 400,000 hard-to-fill current job openings exist across the country. Information on file allows these openings to be analyzed on a national, state and local basis to provide information such as skills in demand on both state and local levels. Electronic access to these openings will enhance the use of the job bank by professional, managerial and technical workers.

Skills in demand: Detailed information on occupational skill standards is available for job openings in 19 major industry groups.

Entry-level wages and wage growth potential: This information will provide employers with comparative and projected wage data for specific occupations.

Database of employers: This information helps individuals determine which employers and/or industries in a local labor market employ workers in particular occupations.

State licensing and other requirements beyond training: This information helps job seekers determine whether they possess all qualifications necessary for employment in a particular job.

Resume file: Resumes will be listed in the centers in a talent bank. This dynamic file allows jobseekers to post resumes so that employers can electronically review them. Nationally, 3 million resumes are expected to be available by the end of 1996.

Short-term projections of job growth: Projections will cover six month, one year and 5 year periods, and will include separation rates and national benchmarks of job growth by industry and occupation.

B) Worker Recruitment and Applicant Referral Assistance

Inventory of job openings and job candidates and applicant referral services: This information provides employers with referrals to available candidates and analysis of skills possessed by the candidates.

Skills assessment of potential employees: This employer service will be used to assess jobseekers and compare their skills to both employer and industry standards.

Identification of recently laid-off workers with experience and skills by industry and occupation.

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C) Current Worker Training and Services

Skills and aptitude assessment: This is a special assessment service to help employers analyze skills of their current workers.

Matching company training needs with high quality education and training providers: This service helps employers access information and support for training to ensure that current workers can master skills required by upgraded technology or work designs. The service also helps employers choose training institutions when outside training is needed.

Job task or critical work function analysis of occupations for your company: The analysis helps employers understand the functions that workers perform on the job and the requirements for training that will enhance their proficiency in the performance of those functions. This will include shared information from companies about changing skills needed to perform particular jobs to fit the dynamic needs of the industry.

D) Services for employers and workers facing downsizing or layoffs

Counseling and advisory services: Workers and their family members facing layoffs can receive these services to ease the transition to new jobs.

Relocation services: Employers can receive information about programs which offer relocation benefits to current workers who are or will be laid off. Employers can also receive guidance on how to recruit workers with in-demand skills who have been laid off by other companies.

Placement services: Assistance to employers who include placement assistance as a benefit to workers being terminated from their companies.

Retraining services: Employers can receive information and federal assistance regarding retraining for current workers or workers who will be laid off due to restructuring of the jobs and skills required at their present workplace.

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One-Stop Career Center Concept
Employer Questionnaire

Before you complete this questionnaire, you may want to review our two-page fact sheet describing the proposed information and services that will be available at One-Stop Career Centers.

Part One: Employer Information

1. Company Name _____
2. Contact Person: _____

   Title: _____
3. Address: _____

   _____
4. City: _____ State: _____ Zip: _____
5. Phone Number: (_____) _____

   Fax: (_____) _____
6. Number of Employees at Site Referenced in Survey Response: _____
7. Primary Industry:

   ❒ Agricultural ❒ Health Care ❒ Mining ❒ Service

   ❒ Construction ❒ Insurance ❒ Real Estate ❒ Transportation

   ❒ Finance ❒ Manufacturing ❒ Retail ❒ Wholesale

   ❒ Other: _____
8. Number of States Where Hiring Sites Are Located: _____

   If More Than Four, List States that Survey Response References: _____

   _____

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Part Two: One-Stop Services General Information

1. Are you aware of community workforce development services listed on the fact sheet? ❒ Yes ❒ No
2. Would information about these services be useful to you? ❒ Yes ❒ No
3. *During the last 6 months,* have you sought information on workforce development? ❒ Yes ❒ No
4. If *Yes,* were you satisfied with the response? ❒ Yes ❒ No
5. Do you have concerns about the quality of your workers? ❒ Yes ❒ No
6. Do you anticipate an increased requirement for training in the future? ❒ Yes ❒ No

Part Three: Potential One-Stop Services For Employers

Indicate the degree to which these services would be useful to you or your business by checking the appropriate box(es).

Labor Market Information	Would Definitely Use	Would Not Use	Need More Information
Analysis of Job Openings:			
1. National data	❒	❒	❒
2. State data	❒	❒	❒
3. Local data	❒	❒	❒
Occupational Information:			
4. State occupational skills in demand	❒	❒	❒
5. Local occupational skills in demand	❒	❒	❒
6. Entry-level wages by industry	❒	❒	❒
7. Wage growth potential by occupation and industry	❒	❒	❒
8. Local labor market database of employers by occupation	❒	❒	❒
9. State licensing, qualifications or other requirements by occupation	❒	❒	❒
10. Industry Skill Standards	❒	❒	❒

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	Would Definitely Use	Would Not Use	Need More Information
11. Resume files or "talent banks"	❒	❒	❒
12. Short-term projections of job growth by industry and occupation			
a) National Projections	❒	❒	❒
b) State Projections	❒	❒	❒
c) Local Projections	❒	❒	❒
Worker Recruitment and Referral Assistance			
13. Inventory of job openings	❒	❒	❒
14. Skills assessment of potential employees	❒	❒	❒
15. Identification of recently laid-off workers with experience by industry and occupation	❒	❒	❒
16. Listing of job candidates by job skills	❒	❒	❒
17. Electronic referral service of job candidates for your job openings	❒	❒	❒
Current Worker Training and Related Services			
18. Skills aptitude assessment of your employees	❒	❒	❒
19. Match your company's training needs with education and training providers	❒	❒	❒
20. Job task or critical work function analysis of occupations for your company	❒	❒	❒
Services for Employers and Workers Facing Downsizing and Layoffs			
21. Counseling and advisory services for workers and family members	❒	❒	❒
22. Relocation services	❒	❒	❒
23. Retraining services	❒	❒	❒
24. Placement services	❒	❒	❒
25. Information on unemployment insurance	❒	❒	❒

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When complete, please fold and return this questionnaire to us in the enclosed postage-paid envelope. Or, you may fax your completed questionnaire to us at 202-289-2875. Thank you for your assistance.

Response Deadline: October 27, 1995

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1201 New York Avenue, NW
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800-787-2848
FAX 202-289-2875

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National Results
2/28/96
n=496

NATIONAL ALLIANCE OF BUSINESS

One-Stop Career Center Concept
Employer Questionnaire

Before you complete this questionnaire, you may want to review our two-page fact sheet describing the proposed information and services that will be available at One-Stop Career Centers.

Part One: Employer Information

1. Company Name _____

2. Contact Person: _____

   Title: _____

3. Address: _____

   _____

4. City: _____ State: _____ Zip: _____

5. Phone Number: (_____) _____

   Fax: (_____) _____

6. Number of Employees at Site Referenced in Survey Response:
   Employment Size 0-99 28.7% 250-499 19.1% 100-249 21.1% 500+ 31.1% (n-408)

7. Primary Industry: Manufacturing 32.3% Non-manufacturing 67.7% (n=496)

   ❒ Agricultural ❒ Health Care ❒ Mining ❒ Service
   ❒ Construction ❒ Insurance ❒ Real Estate ❒ Transportation
   ❒ Finance ❒ Manufacturing ❒ Retail ❒ Wholesale
   ❒ Other: _____

8. Number of States Where Hiring Sites Are Located: _____

   If More Than Four, List States that Survey Response References: _____

   _____

Part Two: One-Stop Services General Information

1. Are you aware of community workforce development services listed on the fact sheet?
   ☐ Yes 37.5% ☐ No 62.5% (n=483)
2. Would information about these services be useful to you?
   ☐ Yes 86% ☐ No 14% (n=477)
3. *During the last 6 months,* have you sought information on workforce development?
   ☐ Yes 30.2% ☐ No 69.8% (n=483)
4. If *Yes,* were you satisfied with the response?
   ☐ Yes 58.5% ☐ No 41.5% (n=147)
5. Do you have concerns about the quality of your workers?
   ☐ Yes 80% ☐ No 20% (n=469)
6. Do you anticipate an increased requirement for training in the future?
   ☐ Yes 85.2% ☐ No 14.8% (n=472)

Part Three: Potential One-Stop Services For Employers

Indicate the degree to which these services would be useful to you or your business by checking the appropriate box(es).

Labor Market Information		Would Definitely Use	Would Not Use	Need More Information
Analysis of Job Openings:				
1. National data	(n=457)	☐ 30.4%	☐ 43.5%	☐ 26%
2. State data	(n=476)	☐ 60.3%	☐ 20.2%	☐ 19.5%
3. Local data	(n=481)	☐ 80.0%	☐ 8.3%	☐ 11.6%
Occupational Information:				
4. State occupational skills in demand	(n=470)	☐ 44.7%	☐ 31.9%	☐ 23.4%
5. Local occupational skills in demand	(n=472)	☐ 62.9%	☐ 20.6%	☐ 16.5%
6. Entry-level wages by industry	(n=478)	☐ 81.6%	☐ 12.3%	☐ 6.1%
7. Wage growth potential by occupation and industry	(n=475)	☐ 72.4%	☐ 13.3%	☐ 14.3%
8. Local labor market database of employers by occupation	(n=477)	☐ 67.3%	☐ 16.1%	☐ 16.6%
9. State licensing, qualifications or other requirements by occupation	(n=476)	☐ 42%	☐ 34.5%	☐ 23.5%
10. Industry Skill Standards	(n=470)	☐ 60.2%	☐ 14.9%	☐ 24.9%

		Would Definitely Use	Would Not Use	Need More Information
11. Resume files or "talent banks"	(n=480)	☐67.5%	☐9.8%	☐22.7%
12. Short-term projections of job growth by industry and occupation				
a) National Projections	(n=456)	☐32.5%	☐45.4%	☐22.1%
b) State Projections	(n=468)	☐53.4%	☐26.5%	☐20.1%
c) Local Projections	(n=471)	☐65.6%	☐17.8%	☐16.6%
Worker Recruitment and Referral Assistance				
13. Inventory of job openings	(n=473)	☐62.4%	☐19.2%	☐ 18.4%
14. Skills assessment of potential employees	(n=477)	☐77.4%	☐7.1%	☐ 15.5%
15. Identification of recently laid-off workers with experience by industry and occupation	(n=474)	☐73.6%	☐10.5%	☐ 15.8%
16. Listing of job candidates by job skills	(n=477)	☐80.7%	☐6.3%	☐ 13%
17. Electronic referral service of job candidates for your job openings	(n=472)	☐64.4%	☐12.3%	☐ 23.3%
Current Worker Training and Related Services				
18. Skills/aptitude assessment of your employees	(n=478)	☐42.1%	☐ 23%	☐ 34.9%
19. Match your company's training needs with education and training providers	(n=475)	☐46.5%	☐ 21.3%	☐ 32.2%
20. Job task or critical work function analysis of occupations for your company	(n=467)	☐39%	☐ 27%	☐ 34%
Services for Employers and Workers Facing Downsizing and Layoffs				
21. Counseling and advisory services for workers and family members	(n=464)	☐36.6%	☐ 32.1%	☐ 31.3%
22. Relocation services	(n=461)	☐22.3%	☐ 49.9%	☐ 27.8%
23. Retraining services	(n=457)	☐31.7%	☐ 35.4%	☐ 32.8%
24. Placement services	(n=458)	☐39.5%	☐ 31%	☐ 29.5%
25. Information on unemployment insurance	(n=450)	☐48.4%	☐ 31.8%	☐ 19.8%

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Preliminary Survey Results -- Business Views on One Stop Career Center Services

Background

- Mail survey sent to a cross-section of establishments within states receiving "One-stop" implementation grants. The overall survey response rate was 10.2 percent.

- The survey sought information from employers on the potential value of a range of services and information in four broad areas:

  1) Labor market information;
  2) Worker recruitment and referral;
  3) Business training and related services; and
  4) Downsizing and layoff services.

  The survey also asked some general questions about the awareness of workforce development services, had they previously sought information on workforce development and whether they were concerned with the quality of their company's workforce and whether they anticipated a need for increased training. The survey also sought some general information about the company.

Basic Characteristics

- The responses represent both manufacturing and non-manufacturing industries.

Sector	Percent of Total
Manufacturing	32.3%
Non-Manufacturing	67.7
Total (n = 496)	100.0%

- Establishments of all sizes responded.

Size Category	Percent of Total
< 100 employees	28.7%
100 -249 employees	21.1
250-499 employees	19.1
Over 500 employees	31.1
Total (n=408*)	100.0%

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*Note 88 companies did not provide data on current employment levels

- Responses from a cross-section of firms across the country were received

State	Percent of Total
California	21.1%
Texas	13.8
Illinois	8.5
Maryland	7.5
Massachusetts	6.7
Wisconsin	6.5
Minnesota	5.7
Ohio	5.3
Total (n=496)	100.0%

Findings

- **Few firms were aware of that the workforce development services listed but also noted that these services would be useful.** Only 38 percent of the respondents were aware of these workforce development services. Yet, 86 percent reported that this information would be useful to their company.

  Implication: Many employers are unaware of these services. Thus, more active "promotion" of the one-stop service centers to employers and the business community is needed. Could it be cast in terms of the "value-added?"

- **Workforce quality is an important concern of many of the companies surveyed.** Nearly 80 percent of the companies expressed concerns about the "quality" of their workers. In addition, 86 percent of the companies anticipated an increased requirement for training in the future.

  Implication: Need to find out more about why they have these concerns, are they occupation-specific, etc. What could the One-stop Centers do to respond to these concerns?

- Labor market information that is most useful to employers is **local information.** This information provides employers with a sense of what the local labor market situation is, how it is changing, what is happening to "wages," etc. While state and national labor market information may be useful to jobseekers, this information is not something many

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businesses would use

Implication: From an employer's perspective, the most useful information is localized information that provides them with a sense of the local labor market situation.

- For many companies, the services that would be most useful are those that would **reduce their companies "human resource transaction costs."** Services that reduce the cost of worker recruitment and referral would be used by many companies. Over 75 percent of the respondents said they would definitely use services that assess skills of potential employees, identify recently laid-off workers, and provide listings of job candidates by skills. Interestingly, only 64 percent said they would use electronic referral.

Implication: Services that increase the effectiveness and efficiency of a company's human resource function are those that would be most used. In particular, an important potential role for the One-Stop centers is to serve as an information broker between employers and employees. However, the electronic referral of job applicants suggests that "technology" may be an important factor to consider.

- An important function for the One-Stop Centers is **information provision.** Providing information is an important role for the Centers to play and less attention should focus on the actual delivery of services. Services that would help companies match their training needs with service providers, providing information that reduces some of their human resource costs are among the most viable areas to focus on.

Implication: One-stop centers should focus their efforts on providing accurate, timely, and high quality information to its potential business customers. An important role for the public sector is to provide the "information" that improves the performance and operations of local labor markets.

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